



# City of Arvada City Council Agenda MAY 11, 2009

## Third Floor Conference Room

### Study Session

#### Councilmembers:

Bob Frie, Mayor  
Lorraine Anderson, Mayor Pro-Tem  
Don Allard, District 1  
Aaron Azari, At large  
Bob Dyer, District 4  
Mark McGoff, District 2  
Marc Williams, At large

#### Staff Members Usually Present: Info: 720-898-7500

Craig Kocian, City Manager  
Bill Ray, Deputy City Manager  
Chris Daly, City Attorney  
Jim Root, Director of Public Works & Utilities  
Mike Elms, Director of Community Development  
Maria VanderKolk, Assistant to the City Manager  
Clark Johnson, Assistant to the City Manager  
Christine Koch, City Clerk

1. Call to Order – 5:30 p.m.
2. Moment of Reflection and Pledge of Allegiance – Councilmember Williams
3. Roll Call of Councilmembers
4. Approval of Minutes of the May 4, 2009 City Council Meeting
5. Public Comment on Issues not Scheduled on Agenda – Three Minute Limit
6. Study Sessions
  - A. First Quarter Report
  - B. Review of Updated Five-Year Financial Model
7. Report from City Council
8. Report from City Manager
9. Report from City Attorney
10. Public Comment – Five Minute Limit
11. Adjournment



## CITY OF ARVADA

### SUMMARY OF MINUTES OF THE MEETING OF THE ARVADA CITY COUNCIL HELD MAY 4, 2009

#### AGENDA REVIEW SESSION – 5:30 p.m.

1. Call to Order by Mayor Bob Frie.
2. City Manager Reports
  - A. Street Maintenance

Craig Kocian, City Manager, stated that following the presentation last Monday evening regarding street maintenance, he asked Jim Sullivan to put together some clarifying information on extending the life of a street.

Mr. Sullivan showed a slide that sets out a typical street maintenance schedule from the time the street is put in, when cracks first appear, when potholes form and when whole sections of the street must be repaired.

Councilmember Dyer asked if studies have been done to determine the impact of trash trucks on the life of residential streets. He also said it would be an interesting comparison to look at those subdivisions that have HOA's where only one trash company would be operating compared to those where many different companies drive on the streets.

3. City Council Reports
  - A. Mayor Frie said the Mormon community is working on a quilt that they are going to give to the City as a gift. He said City Council needs to discuss where it will be displayed. City Council decided to refer it to the Arts Council, along with the Historical Society, to decide what the panels should depict as well as where it will be displayed.
  - B. Councilmember McGoff said he received a communication today from the gentleman who appeared before City Council a few weeks ago asking that the City only "Buy America". Mr. Kocian said staff will get back to City Council.
  - C. Councilmember McGoff discussed a citizen's effort to get the Arvada Press distributed across the City, especially East of Sheridan between 60<sup>th</sup> & 64<sup>th</sup>. Councilmember Dyer said he will add that to the marketing effort that AEDA and the Chamber of Commerce are working on. Mr. McGoff said this citizen would at least like a newspaper box available where he could pick up the paper if they can't have home delivery.
  - D. Councilmember McGoff said the community clean-up on Saturday went extremely well.
  - E. Councilmember McGoff reported on the Arbor Day ceremony.
4. City Manager Reports

A. Craig Kocian reminded City Council of the joint dinner tomorrow evening with the Arts Council.

B. Mr. Kocian reminded City Council of the proposed changes to the Personnel Rules regarding gender issues.

5 Study Session

A. Review of Arvada Center Five Year Look at Operations, Capital Maintenance Expenditures

Gene Sobczak, Executive Director of the Arvada Center, presented this study session. He compared the 2007 actual revenues and expenditures to 2008 and the fund transfers.

Mr. Sobczak reviewed the revenue trends over the last ten years and revenues and expenditures that are budgeted this year. He said even though is a \$350,000 additional transfer from the general fund to the operating budget planned for this year, he expects to break even so that would go towards reserves. He said some budget management practices put into place include managing income and expenses and they are getting close to being able to report on monthly income and expenses. He said with this process in place they will have the ability to project operating deficits and surpluses and that they will do a mid-year review with the Arts Council that will look at year-end numbers.

Mr. Sobczak said they recommend maintaining an \$875,000 reserve fund balance which is 11% of the Arvada Center cash operating budget for 2008. He said there is no money in their capital maintenance and replacement fund and that they would recommend distributing operating surplus to capital maintenance and replacement once the reserve fund goal is met. He said additional funding may be required to meet their capital maintenance and replacement needs.

Mr. Sobczak said there are three City departments responsible for repair and maintenance and that Facilities Division covers routine maintenance such as custodial supplies, utilities, bulks, electrical and plumbing, painting, sidewalks, stairs, patios and maintenance of elevators and ADA doors. Mr. Sobczak said the carpet is on a 15-year cycle and includes offices, conference rooms, common areas, ballrooms, galleries, museum lobbies, classrooms, the main stage and lobby and the lobby of the black box. He said the HVAC system is on a 10 to 30 year cycle. Roof repair and replacement is on a 20-year cycle and includes the regular facility along with the 2006 black box, pottery studio expansion and the amphitheater. Parking lot replacement is on a 20-year cycle with one-half replaced at a time. He said it is scheduled for 2012 and 2021 but does not include the employee lot on the east side. Parks Department is responsible for repairs or replacement of irrigation equipment, year-round trash removal from Squiggles and winter snow removal for all pedestrian walkways. Also included is irrigation, mowing, trimming, aeration, fertilization, planting beds, tree and shrub planting and exterior holiday lights. The Streets Division is responsible for the parking and directional signage. Mr. Sobczak said none of the items above would be included in the Capital Maintenance and Replacement Fund he is recommending.

Mr. Sobczak then reviewed their future Facilities Management program and said this maintenance and replacement fund is for site signage and LED monument sign; main stage theater seats; main stage lobby furniture; stanchions and cart; public address system; telephones and intercoms for classrooms; employee lot light, paving, curb and gutter repair; black box tenant finish; entry to 69<sup>th</sup> and signalization; amphitheater plaza furniture, liquor fence, awnings, fixed lawn seating and

sound wall extension; security equipment; studio folding chairs and table replacement; dance studio waiting area furniture; main gallery façade; utter and main gallery guest seating; black box patio furniture and lobby furniture; event management scheduling software; color printer; ID badge software and printer. He said the estimated cost of this \$2,269,000.

He said in the area of education, they would like to convert a darkroom to a multipurpose room; put in A/V equipment for the studios; buy kilns, potters wheels, rollers and extruders; do millwork and cabinets for the studios; refinish the dance floors and get a new dance studio sound system. The cost of these items would be \$123,000. For marketing and patron services they would like to have a box office redesign and relocation; concierge station; replace the “will call” windows; signage for theaters; marquee for main stage and children’s theater and gift shop improvements for a total of \$85,000. For the gallery/history museum they need office space; a multipurpose room with A/V equipment; panel saw; archive shelving and public art maintenance and restoration. The cost of these improvements is \$118,500. In the area of performing arts, they need a sound board and electrical power boxes for stage lighting and equipment in the main stage; an amphitheater light board and sound board; green room furniture; lighting instruments and stage drapes. They also need prop shop paint spray booth duct and hood and compressor enclosure, a Marley dance floor and Wenger musician chairs for FRYS and concerns for a total of \$266,000.

Mr. Sobczak said the total of the currently identified capital needs is \$2,861,500. He said their revenue plan is to continue to grow the theater ticket revenue from subscription and individual sales and to maximize that revenue from improved inventory and capacity. They are also expanding the ArtsDay program to allow tens of thousands of additional students to come to the Center and are offering bundled K through 5 corporate sponsorship packages for Title One schools. He said they are doing a comprehensive review of the education programs and course offerings to include maximization of classroom capacity and progressive enrollment and this will include offering distance learning and other web-based services. He said they are also concentrating on increasing their individual giving and have had success with their combined subscription/membership program. They are also expanding the scale of fundraising events and are looking for institutional funding.

Mr. Sobczak said his recommendation is to sustain the current and budgeted levels of contribution, and that any surplus goes into operating reserve and capital maintenance and replacement funds.

I. **CITY COUNCIL MEETING: CALL TO ORDER:** Mayor Frie called the meeting to order at 6:30 p.m.

II. **MOMENT OF REFLECTION AND PLEDGE OF ALLEGIANCE**

III. **ROLL CALL OF MEMBERS:**

Those Present: Mayor Bob Frie, Mayor Pro Tem Anderson, Councilmember Don Allard, Councilmember Aaron Azari, Councilmember Bob Dyer, Councilmember Mark McGoff, Councilmember Marc Williams

Councilmember Williams moved to excuse Mayor Pro Tem Anderson

The following votes were cast on the Motion:

Those voting Yes: Frie, Allard, Azari, Dyer, McGoff, Williams

Absent: Anderson

The Motion was approved.

Also present were: Craig Kocian, City Manager; Bill Ray, Deputy City Manager; Chris Daly, City Attorney; Mike Elms, Community Development; Jim Root, Director of Public Works; Vik Runkle, Director of Finance; Clark Johnson, City Manager's Office; and Christine Koch, City Clerk.

IV. APPROVAL OF MINUTES OF THE APRIL 27, 2009 CITY COUNCIL MEETING

The minutes stand approved as submitted.

V. OTHER

A. Boy Scouts from Troop 137 and 301 were present and introduced themselves and told what badge they were working on.

VI. PETITIONS RECOGNITIONS AND COMMUNICATIONS

A. Proclamation for Buddy Poppy Days in Arvada, Veterans of Foreign Wars Post 4331 – presented by Councilmember Allard

Councilmember Allard read the proclamation and proclaimed that May 16, 17, 23, 24 and 30<sup>th</sup> be declared as Buddy Poppy Days in Arvada. Mr. Allard presented the Proclamation to representatives of the Ladies Auxiliary and VFW Post 4331.

B. Recognition of John Boettiger, Arvada Urban Renewal Authority – presented by Councilmember Azari

Councilmember Azari introduced John Boettiger who has served on the Arvada urban Renewal Board from December 1993 to April 2009 for a total of over 15 years. City Council presented Mr. Boettiger with a Certificate of Appreciation for his service.

C. Recognition of Vernon Bass, City of Arvada Retirement Plan Board – presented by Councilmember Dyer

Councilmember Dyer introduced Vernon Bass who has served on the City of Arvada Retirement Plan board since its inception in 1993. City Council presented Mr. Bass with a Certificate of Appreciation for his service.

D. Recognition of Duane Woodard, Arvada Planning Commission – presented by Councilmember McGoff

Councilmember McGoff introduced Duane Woodard who was appointed to the Arvada Planning Commission in 1997. City Council presented Mr. Woodard with a Certification of Appreciation for his service.

E. Recognition of Dan Cohan, 2009 Colorado High School Principal of the Year – presented by Councilmember Williams

Councilmember Williams introduced Dan Cohan, the 2009 Colorado High School Principal of the Year. Mr. Cohan was chosen by the Colorado Association of School Executives and has been the principal at Pomona High School since 2005. City Council presented Mr. Cohan with a Certificate of Recognition.

F. Proclamation for Elks National Youth Week – presented by Councilmember Azari

Councilmember Azari proclaimed that the week of May 3 through May 9, 2009 be designed as Elks National Youth Week. Mr. Azari presented a Proclamation to a representative of Arvada Lodge #2278.

G. Recognition of Elks' 2008-2009 Scholarship Winners – presented by Councilmember Dyer

Councilmember Dyer recognized Denise Hulstrom, Standley Lake High School; Amanda King, Ralston Valley High School; Hannah Oaks, Ralston Valley High School and Mathew Kramer, Arvada West High School for receiving the Arvada Elks Lodge #2278 scholarships for 2009.

H. Proclamation for Mental Health Month – presented by Councilmember McGoff

Councilmember McGoff proclaimed that the month of May be designated as Mental health Month in Arvada. Dr. Harriet Hall, Chief Executive Officer from Jefferson Center for Mental Health, accepted the proclamation.

I. Proclamation for National Peace Officers Memorial Day and National Police Week – presented by Councilmember Williams

Councilmember Williams read the proclamation and proclaimed that the week of May 11-15, 2009 be observed as National Police Week and that May 15 be observed as Peace Officers Memorial Day in honor of those police officers who have made the ultimate sacrifice in service to their community.

VII. PUBLIC COMMENT ON ISSUES NOT SCHEDULED ON AGENDA

A. Lorenzo and Aaron, Boy Scouts, addressed City Council regarding safety problems at the intersection of 72<sup>nd</sup> & Lamar.

B. Joyce Richardson, Arvada, addressed City Council about potential floodplain development in the Willow Green area.

C. Deborah Olson, Westminster, addressed City Council regarding the land west of Willow Green.

VIII. NEW BUSINESS

A. Consent Agenda

1. R09-049 A Resolution Authorizing the Issuance of a Purchase Order in the Amount of \$106,968.00 to Sill-Terhar Motors, Inc. for the Purchase of Five 2009 Ford Crown Victoria Police Vehicles

Councilmember Allard moved that R09-049, A Resolution Authorizing the Issuance of a Purchase Order in the Amount of \$106,968.00 to Sill-Terhar Motors, Inc. for the Purchase of Five

2009 Ford Crown Victoria Police Vehicles, be approved.

The following votes were cast on the Motion:

Those voting Yes: Frie, Allard, Azari, Dyer, McGoff, Williams

Absent: Anderson

The Motion was approved.

B. Ordinances (First Reading)

1. CB09-016 An Ordinance Authorizing a Transportation Enhancement Contract By and Between the State of Colorado for the Use and Benefit of the Colorado Department of Transportation and the City of Arvada, and Authorizing the Expenditure of the City's Match Share, if any, Pertaining to the W. 86<sup>th</sup> Parkway Bike Lane – Queen Street to W. 88<sup>th</sup> Avenue, Project No. ES6 M040-017 (17284) (City of Arvada Project No. 09-ST-17) (Public Hearing to be set for May 18, 2009 at 7:00 p.m.)
2. CB09-017 An Ordinance Amending Section 2-31, Compensation of Councilmembers and the Mayor, of Article II, City Council, of Chapter 2, Administration, of the Arvada City Code to Make a More Generic Reference to 457 Deferred Compensation Plan and Retirement Health Savings Plan (Public Hearing to be set for May 18, 2009 at 7:00 p.m.)

Councilmember Williams moved that CB09-016, An Ordinance Authorizing a Transportation Enhancement Contract By and Between the State of Colorado for the Use and Benefit of the Colorado Department of Transportation and the City of Arvada, and Authorizing the Expenditure of the City's Match Share, if any, Pertaining to the W. 86<sup>th</sup> Parkway Bike Lane – Queen Street to W. 88<sup>th</sup> Avenue, Project No. ES6 M040-017 (17284) (City of Arvada Project No. 09-ST-17); and CB09-017, An Ordinance Amending Section 2-31, Compensation of Councilmembers and the Mayor, of Article II, City Council, of Chapter 2, Administration, of the Arvada City Code to Make a More Generic Reference to 457 Deferred Compensation Plan and Retirement Health Savings Plan both be approved on first reading, ordered published in full and a Public Hearing date be set for May 18, 2009 at 7:00 p.m.

The following votes were cast on the Motion:

Those voting Yes: Frie, Allard, Azari, Dyer, McGoff, Williams

Absent: Anderson

The Motion was approved.

IX. STUDY SESSION

- A. Parks Fund Operations, Capital Maintenance and Replacement and Capital Improvement Needs for Arvada's Park System

Gordon Reusink, Director of Parks, Golf & Hospitality Services presented this study session. He reviewed the park system milestones which included McIlvoy Park in 1919; Arvada's first comprehensive plan in 1964; the voters' approval of a \$3.4 million bond issue to construct 32 parks in 1974; the relationship established by the City and Apex Park and Recreation District in 1999; and the creation of the Department of Parks, Golf and Hospitality Services in 1999.

Mr. Reusink reviewed the purpose of the Comprehensive Plan and discussed the parks and Open

Space Master Plan and the Parks, Trails and Open Space vision. He said the park, Trail and Open Space System is comprised of neighborhood parks, community and regional parks, historic parks, special purpose parks, sport complexes, trails and trail corridors, open space, urban forest, urban design features, environmental education, and lake recreation. He said there are a total of 526.54 acres of neighborhood parks; 145.62 acres of community and regional parks; 71.05 acres of historic parks; 95 acres of special purpose parks; 610.88 acres of sports complexes; 79.93 acres of trail and trail corridors; 1,318.06 acres of open space; 102.64 acres of facility landscaping; 79.95 acres of medians and rights-of-way; 1.42 acres of water tanks landscaping; 6.23 acres with urban design features; 79.02 acres of environmental education and 600 acres of lake recreation, for a total of 3,716.34 acres.

Mr. Reusink said in 1998 1,132 acres were maintained and in 2008 3,716.34 acres were maintained which is more than a threefold increase. In 1998 430 acres were irrigated as compared to the 632.85 in 2008 for a 47% increase. In 1998 there were 33 employees as compared to 38 in 2008. He said significant changes that have impacted their park operations over the last ten years include land development and City Code amendments; the management of lake recreation at Arvada Reservoir; and the management of Majestic View Nature Center recreation programs.

Mr. Reusink said the recommendation of the department is to take care of what we already have and to implement the "Taking Lasting Care" Capital Maintenance and Replacement Plan. He said it is also important to take a long-term view and to make strategic capital improvement investments. He said the Taking Lasting Care program focuses on the timely replacement of park irrigation systems; tennis court resurfacing and replacement; trail system and playgrounds. Mr. Reusink said there are over 630 acres of irrigated turf in the city's parks, sports complexes, medians and facility landscaping and that the average lifespan of an automated irrigation system is 25 years. There are 49 playgrounds in the system with an average lifespan of 20 years. He said 16 of the 49 playgrounds do not meet the Americans with Disability Act requirements. We have over 40 tennis courts in the system with an average lifespan of 30 years. There are about 25 miles of improved hard surface trails in the system and that the average lifespan for concrete trails is 25 years. He said this program is funded from \$200,000 in conservation trust fund monies and \$500,000 in general fund monies. He said beginning in 2009, \$700,000 is available to fund the "Taking Lasting Care Program".

Mr. Reusink then talked about neighborhood parks. He said they are generally 5 to 12 acres in size and are within a ten minute walk of every home. He said they are located adjacent to elementary, middle, or high schools whenever possible and that we have approximately 24 parks to be built in the future. He said there is a deficit of \$6,200,000 to complete the comprehensive plan vision. Community parks are 30 to 100 acres and provide opportunities for community-wide activities. There is a deficit of \$30,000,000 to complete the comprehensive plan vision.

Mr. Reusink said our historical parks include Churches Ranch national Historic District; Gold Strike Park; Moore Bros. Farm and Agricultural Center; and Allen House. There is an \$8,000,000 deficit to complete the comprehensive plan vision. Special purpose parks include the Indiana Equestrian Center; Arvada West Dog Park; Bird's Nest Disc Golf Course and Arvada Skate Park and there is a deficit of \$4,200,000 to complete the comprehensive plan vision. Sports complexes have a deficit of \$38,000,000 to complete the comprehensive plan vision.

Mr. Reusink talked about the trails and trail corridors and said the primary goal of this program is to complete the major trails which primarily lie along city drainages such as Van Bibber Creek,

Little Dry Creek, Ralston Creek and Leyden Creek. This program has a deficit of \$11,400,000 to complete the vision. Mr. Reusink then discussed the Open Space master plan which identifies key areas to preserve and said there is a deficit of \$4,800,000 to complete the vision. For urban forests, he said there are about 30,000 trees in the City's urban forest. There is a \$500,000 to begin a tree placement program and to expand the canopy. Urban design elements which include facility landscaping, medians and rights-of-way and water tank sites have a deficit of \$2,800,000 to complete.

Environmental Education is focused at the Majestic view community Park which is comprised of over 80 acres. There is a deficit of \$9,800,000 to complete. Lake Recreation includes the Arvada/Blunn Reservoir with 785 acres and which sold over 600 annual passes in 2008. He said in the future, Welton Reservoir will open for lake recreation. There is a \$1,500,000 to complete the vision.

X. CITY COUNCIL REPORTS - None

XI. CITY MANAGER REPORTS

A. Mr. Kocian reminded everyone that the spring clean-up has started and they are working in the southern part of the City this week. Information is posted on the City's web site, on KATV, the latest Arvada Report or call the Public Works Department.

XII. CITY ATTORNEY REPORTS - None

XIII. PUBLIC COMMENT LONGER THAN THREE MINUTES

A. John Solheim, Arvada, addressed City Council regarding Ralston Business Park and the drainage canal that was built for the City's use.

B. James Gochis, Arvada, addressed City Council regarding the Ralston Business Park.

C. Ronald Vogel, Aurora, addressed City Council regarding the Ralston Business Park.

D. Raymond DeCroce, Westminster, addressed City Council regarding the Ralston Business Park.

XIV. ADJOURNMENT at 8:41 p.m.

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Robert G. Frie, Mayor

SEAL:

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Christine A. Koch, City Clerk

**CITY OF ARVADA  
COUNCIL AGENDA INFORMATION SHEET  
STUDY SESSION**

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**Agenda No.** 6.A

**City Council Meeting Date:** May 11, 2009

**Title:** First Quarter Report

**Action Proposed:** Study Session

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**Information about the Project or Request:** This session will review financials for the first quarter 2009 for the City of Arvada.

City of Arvada Financial Snapshot  
Cash Basis  
March-09

1st Quarter 2009  
Final 05/07/09

	YTD Actual Mar-09	YTD Budget 2009	% of 2009 Budget	YTD Actual Mar-08	Dec-08 YTD Actual Total	\$ Change from 2008	08 % Change 2008 / 2009
<b>General Fund</b>							
<b>Major Sources</b>							
Sales Tax	4,534,275	32,032,741	14.16%	4,832,182	31,642,242	-297,907	-6.17%
Auto Use Tax	590,112	4,484,318	13.16%	710,171	4,298,598	-120,059	-16.91%
Property Tax	1,611,971	4,853,188	33.21%	1,713,501	5,099,134	-101,530	-5.93%
HUTF	497,039	2,983,738	16.66%	514,322	3,112,178	-17,283	-3.36%
Franchise Fees	639,698	4,315,654	14.82%	400,839	4,352,271	238,859	59.59%
<b>Building Revenues</b>							
Building Use Tax	251,320	2,012,382	12.49%	304,771	1,527,375	-53,451	-17.54%
Building Permits	264,648	1,264,764	20.92%	253,326	1,389,197	11,322	4.47%
Other Building Revenue	44,066	197,271	22.34%	36,629	255,099	7,437	20.30%
<b>Subtotal Building Revenues</b>	560,034	3,474,417	16.12%	594,726	3,171,672	-34,692	-5.83%
Other Revenues	1,620,463	11,155,504	14.53%	1,752,827	12,900,532	-132,364	-7.55%
General Fund Transfers	4,575	37,884	12.08%	13,050	148,415	-8,475	-64.94%
<b>Total Revenue</b>	10,058,167	63,337,444	15.88%	10,531,618	64,725,042	-473,451	-4.50%
<b>Major Expenditures</b>							
Salaries	5,386,386	28,075,779	19.19%	5,240,430	26,239,048	145,956	2.79%
Benefits	1,599,506	7,270,016	22.00%	1,452,008	7,100,193	147,498	10.16%
Transfers Out	1,546,046	10,108,063	15.30%	1,656,704	10,340,110	-110,658	-6.68%
Contracts	72,558	3,753,846	1.93%	55,922	2,561,556	16,636	29.75%
Utilities	391,740	2,294,091	17.08%	402,214	2,132,061	-10,474	-2.60%
Vehicle Maintenance	1,220,376	1,220,376	100.00%	0	1,162,711	1,220,376	0.00%
Supplies	102,758	756,027	13.59%	173,951	725,198	-71,193	-40.93%
Other Expenditures	4,149,979	13,170,932	31.51%	3,197,260	13,259,509	952,719	29.80%
<b>Total Expenditures</b>	14,469,349	66,649,130	21.71%	12,178,489	63,520,386	2,290,860	18.81%
<b>Beginning FB - General Fund</b>	29,808,417			28,603,762	28,603,762	1,204,655	4.21%
<b>Ending FB - General Fund</b>	25,397,235			28,711,890	29,808,417	-3,314,655	-11.54%
Salaries & Benefits - All Funds	11,871,688	61,829,095	19.20%	11,368,003	57,877,316	503,685	4.43%
Total City O/S Debt	73,015,000			77,890,000	73,015,000	-4,875,000	-6.26%
<b>Other Funds</b>							
1/1/09 Beg Fund Balance	779,855			10,703	10,703	769,152	7186.32%
<b>Arvada Center Revenue</b>	632,725	10,059,757	6.29%	1,698,759	10,534,626	-1,066,034	-62.75%
<b>Arvada Center Expenditures</b>	1,832,115	9,966,885	18.38%	1,722,763	9,765,474	109,352	6.35%
03/31/09 End Fund Balance	-419,535			-13,301	779,855	-406,234	3054.16%
1/1/09 Beg Fund Balance	2,406,068			2,049,297	2,049,297	356,771	17.41%
<b>Parks Fund Revenue</b>	1,060,820	7,280,395	14.57%	896,646	6,821,237	164,174	18.31%
<b>Parks Fund Expenditures</b>	1,745,618	7,120,272	24.52%	939,958	6,464,466	805,660	85.71%
03/31/09 End Fund Balance	1,721,270			2,005,985	2,406,068	-284,715	-14.19%
1/1/09 Beg Fund Balance	9,541,392			8,173,541	8,173,541	1,367,851	16.74%
<b>Police Tax Fund 21/22 Revenue</b>	930,469	6,967,325	13.35%	1,013,589	7,161,291	-83,120	-8.20%
<b>Police Tax Fund 21/22 Expenditures</b>	1,579,230	6,614,492	23.88%	1,488,074	5,793,440	91,156	6.13%
03/31/09 End Fund Balance	8,892,631			7,699,056	9,541,392	1,193,575	15.50%
1/1/09 Beg Fund Balance	23,278,964			22,110,378	22,110,378	1,168,586	5.29%
<b>CIP Revenue</b>	2,502,921	2,687,000	93.15%	917,400	5,534,987	1,585,521	172.83%
<b>CIP Expenditures</b>	1,129,152	2,797,776	40.36%	675,526	4,366,401	453,626	67.15%
03/31/09 End Fund Balance	24,652,733			22,352,252	23,278,964	2,300,481	10.29%
1/1/09 Beg Fund Balance	8,193,243			7,203,573	7,203,573	989,670	13.74%
Insurance Fund Revenue	635,326	2,891,191	21.97%	859,710	3,966,529	-224,384	-26.10%
Insurance Fund Expenditures	550,579	5,061,189	10.88%	492,311	2,976,859	58,268	11.84%
03/31/09 End Fund Balance	8,277,990			7,570,972	8,193,243	707,018	9.34%

City of Arvada Financial Snapshot  
Cash Basis  
March-09

1st Quarter 2009  
Final 05/07/09

	YTD Actual Mar-09	YTD Budget 2009	% of 2009 Budget	YTD Actual Mar-08	Dec-08 YTD Actual Total	\$ Change from 2008	08 % Change 2008 / 2009
<b>Enterprise Funds</b>							
1/1/09 Beg Working Capital	69,528,000			65,627,128	65,627,128	3,900,872	5.94%
Water Fund Revenue	2,390,117	22,617,521	10.57%	2,213,903	24,859,077	176,214	7.96%
Water Fund Expenditures	5,494,459	23,738,921	23.15%	3,277,509	20,958,205	2,216,950	67.64%
03/31/09 End Fund Balance	66,423,658			64,563,522	69,528,000	1,860,136	2.88%
1/1/09 Beg Working Capital	7,741,001			9,113,213	9,113,213	-1,372,212	-15.06%
Wastewater Fund Revenue	2,516,345	10,204,974	24.66%	2,186,028	9,014,449	330,317	15.11%
Wastewater Fund Expenditures	2,578,249	10,600,828	24.32%	2,362,450	10,386,661	215,799	9.13%
03/31/09 End Fund Balance	7,679,097			8,936,791	7,741,001	-1,257,694	-14.07%
1/1/09 Beg Working Capital	10,386,000			9,765,477	9,765,477	620,523	6.35%
Stormwater Fund Revenue	782,915	3,402,548	23.01%	716,267	4,433,711	66,648	9.30%
Stormwater Fund Expenditures	619,031	3,734,216	16.58%	493,155	3,813,188	125,876	25.52%
03/31/09 End Fund Balance	10,549,884			9,988,589	10,386,000	561,295	5.62%
1/1/09 Beg Working Capital	-509,000			-354,326	-354,326	-154,674	43.65%
Golf Course Fund Revenue	600,674	4,540,696	13.23%	475,774	4,344,570	124,900	26.25%
Golf Course Fund Expenditures	1,032,524	4,525,293	22.82%	631,846	4,499,244	400,678	63.41%
03/31/09 End Fund Balance	-940,850			-510,398	-509,000	-430,452	84.34%
1/1/09 Beg Working Capital	903,000			982,242	982,242	-79,242	-8.07%
Hospitality Fund Revenue	281,425	2,204,172	12.77%	323,616	1,809,757	-42,191	-13.04%
Hospitality Fund Expenditures	344,869	2,379,242	14.49%	419,571	1,888,999	-74,702	-17.80%
03/31/09 End Fund Balance	839,556			886,287	903,000	-46,731	-5.27%

**CITY OF ARVADA  
COUNCIL AGENDA INFORMATION SHEET  
STUDY SESSION**

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**Agenda No.** 6.B

**City Council Meeting Date:** May 11, 2009

**Title:** Review of Updated Five-Year Financial Model

**Action Proposed:** Study Session

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**Information about the Project or Request:** The City has a five-year model developed for the 2009 budget. As we know, we are experiencing some revenue declines. However, we also have reported that we are analyzing and reducing expenditures. This session will review the impacts of these changes on our current five-year financial model.



## MEMORANDUM

**DATE:** May 6, 2009

**TO:** Craig Kocian, City Manager  
Bill Ray, Deputy City Manager

**FROM:** Victoria Runkle, Director of Finance 

**SUBJECT:** Five-Year Forecast Update

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Enclosed are three items for the Five-Year Forecast discussion on Monday evening. Two of the items are graphs with attached detail. The third piece is the General Governmental – Table 1, Scenario 2 summary sheet of the changes over a five-year period.

As you can see from your materials, you have “Scenario I and Scenario II”. We used these same two scenarios in late January. The differences between the materials we are reviewing Monday evening and the materials you received in January address the changes we have made to the Internal Service Funds costs and the adopted Pay Plan.

**Scenario I:** First, as illustrated at the bottom of the graph on the first page (Page A), the major changes to the revenues are:

- Sales tax receipts decreased by \$390,000 in 2009 and then grew only 1% in 2010 and 2% thereafter.
- Auto Use Tax, it is now assumed, will have a 5% decrease from our original assumptions; but, then grow 2% thereafter – on the new lower base.
- Building Use, we are now assuming, will be \$485,000 lower than our original 2009 estimate; and the growth thereafter will be 2%.
- Other small changes were also made. Highway Users Trust Fund (HUTF) in the current model increases by \$128,000 in 2009 and small increases in the years 2010 – 2013. However, the State discussions of use of this revenue source continue to leave us questioning what will occur. We also decreased Road and Bridge revenues by approximately \$30,000 in each year of the model.

The major change to both Scenarios I and II is now the inclusion of the changes we have made to the Pay Plan and Internal Service Funds. The following changes are the same in both scenarios and include:

- When we prepared the 2009 Budget, we did not yet have the pay plan decisions. These were adopted in November, and the Salary Range Adjustments (SRA’s) were generally lower than what was budgeted. As illustrated on Page C of the Scenario I materials, in 2009, the Pay Plan cost the General Fund \$410,591 less than what was originally budgeted. The changes in the following years are included in that section on Page C. Further, you can see the impact on the other General Governmental Funds on the same page.
- Page C of the materials provides the detail of the changes we have made for the Internal Service Fund costs to each General Governmental Fund. While we have provided this information, the one issue that continues to be analyzed is the risk management (insurance) cost allocation model.
- Also, we have now adjusted the adopted 2009 Budget for the small carry forwards adopted in February, and for the \$900,000 that we will transfer to the CIP primarily for the street overlay program.

At the bottom of Page C, you can see that with the changes to the revenues and the expenditures, we have an outstanding “gap” of \$3,816,362 in 2009. The original 2009 adopted budget had a planned gap of \$2,775,945.

The primary reason for this gap is the carry forwards and the \$900,000. Thus, the major difference is to use monies for one-time capital needs.

**Scenario II.** As mentioned, the expenditure changes are the same in Scenario I and Scenario II. The differences are in the revenues. The revenue assumptions in Scenario II include:

- Sales tax receipts decreased by \$1.023 million in 2009 with no growth in 2010 (the same number) and a 2% thereafter.
- Auto Use Tax, it is now assumed, will have a 15% decrease from our original 2009 assumptions; but, then grow 1% thereafter – on the new lower base. In 2009 this is a loss of \$830,000.
- Building Use, we are now assuming, will have a 10% decrease from 2008 – or a loss of \$637,000 from our 2009 estimate; no growth in 2010, and the growth thereafter will be 2%.
- Other small changes were also made. Highway Users Trust Fund (HUTF) in the current model increases by \$128,000 in 2009 and small increases in the years 2010 – 2013. However, the State discussions of use of this revenue source continue to leave us questioning what will occur. We also decreased Road and Bridge revenues by approximately \$30,000 in each year of the model.

The third piece of information is the table format used to illustrate the cumulative impacts of these changes of the five-year model. This is for the Scenario II option.

**Summary.** We are showing you this information for several purposes. First, we want to keep you apprised of the shifting circumstances. Changing the expenditures for 2009 will require a Resolution, and we want to keep you informed. Second, this information, combined with the monthly sales and use receipt information, provides you an early indication of the direction our revenue base is headed.

In addition to the identified changes we have made to expenditures, departments have already committed to saving over \$650,000 in line items and we will be saving nearly \$500,000 through staffing vacancies. Thus, while the 2009 gap illustrated in Scenarios I and II is somewhere between \$3.8 million and \$5.1 million, we have already identified over \$1.2 million to help offset whatever gap is occurring. Further, as you know there are many conversations occurring about other ways to reduce expenditures – in every Fund. Again, the circumstances are ever-changing, but the entire organization is focused on this issue.

When we receive the June sales and use tax receipts (May sales tax information), we will “freeze” decisions on the recommendations we are making for 2009 and 2010. We will update the model at that time. At this point, as you will also learn in the first quarter report, our sales tax receipts are already lower than budget by 4.5% from our budget. My forecast is that we will “drop” Scenario I as an option. Scenario II and possibly a third option that lowers sales tax revenues even further will, most likely, be our focus.

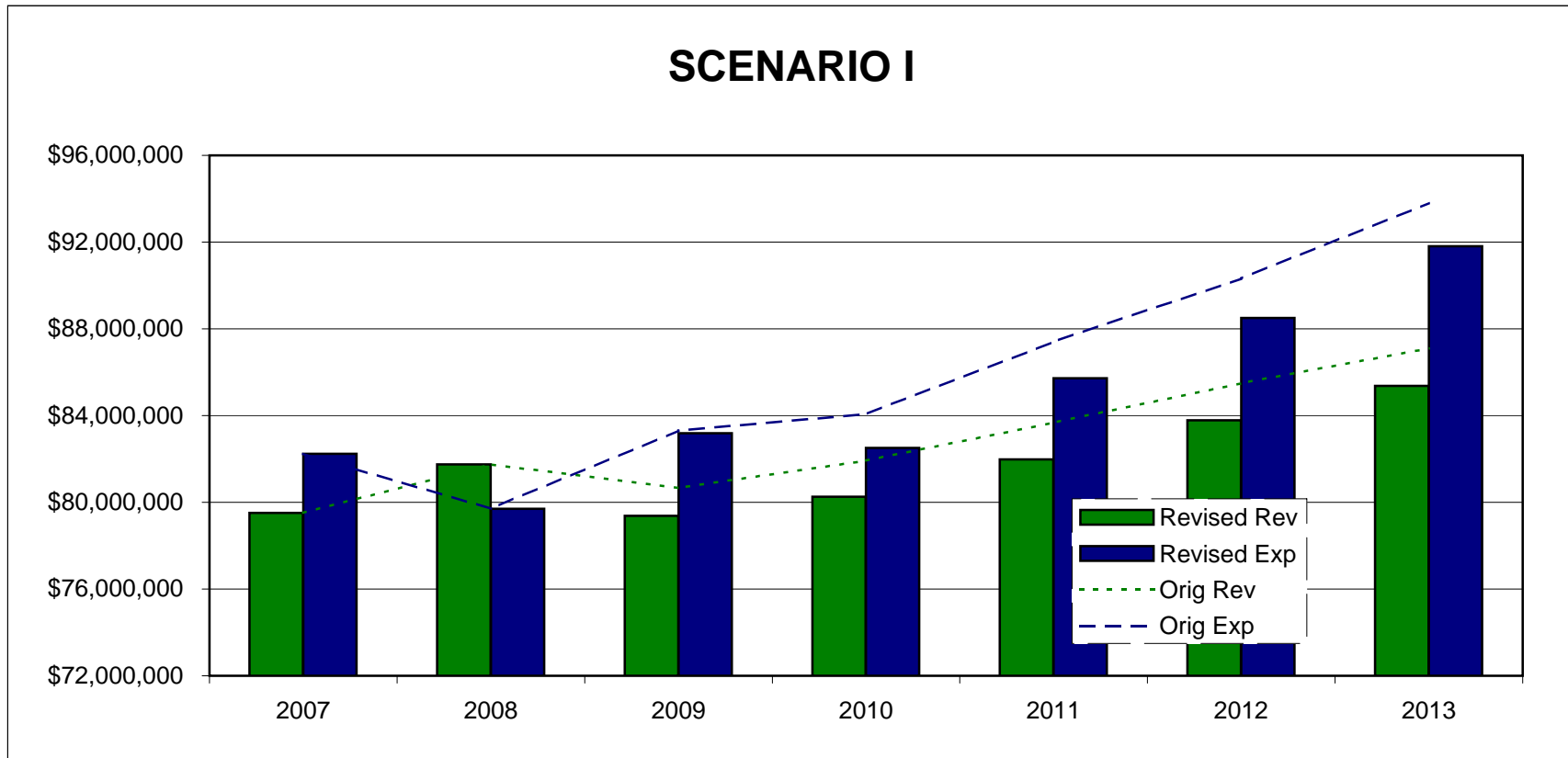
We look forward to discussing with you. Please call with any questions.

Approved for forwarding to city council

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Craig G. Kocian, City Manager

SCENARIO I



Assumptions and Changes

Significant Revenue Changes

- Sales Tax: Maintain level at 08 assumptions (-390,000); 1% growth in 2010; 2% growth 2011 - 2013.
- Auto Use: Lower by 5% for 09; then increase by 2% 2010 - 2013.
- Bldg Use: Assume same as 2008; 2% growth between 2010 - 2013.

Expenditures:

- \* Modified the Internal Service Fund costs to reflect work accomplished in 2009. In 2009 these total \$506,000 for GF; Over the five year model, the cumulative change is a \$2.7 million reduction for the General Fund.
- \* Made changes that were approved to the 2009 Pay Plan after budget was adopted. Total savings in 2009 were \$410,000.

## SCENARIO I

## REVENUES

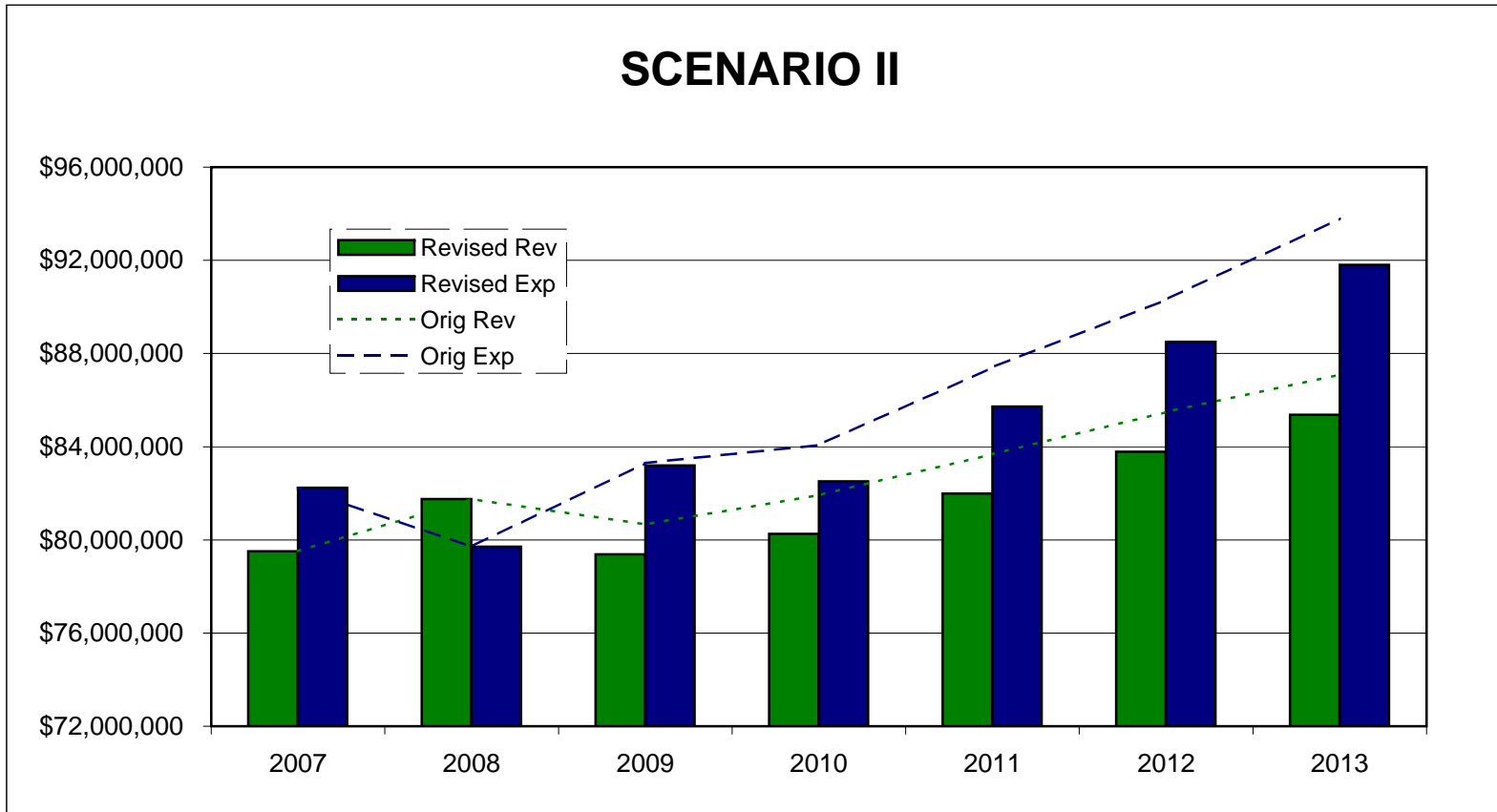
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>GF Rev</b>	63,527,120	64,433,178	63,337,444	64,579,564	65,708,577	66,960,742	68,011,637
sales tx			(390,500)	(714,733)	(729,027)	(743,608)	(758,480)
auto tx			(400,650)	(363,820)	(325,805)	(286,577)	(246,106)
huf			128,042	68,367	38,617	7,960	(23,624)
road			(33,305)	(33,971)	(34,650)	(35,344)	(36,051)
bld			(485,007)	(514,831)	(532,284)	(542,929)	(553,788)
	63,527,120	64,433,178	62,156,024	63,020,577	64,125,427	65,360,244	66,393,588
<b>AC Rev</b>	9,126,918	10,491,927	10,059,757	9,814,963	10,243,939	10,609,603	10,970,990
<b>PK Rev</b>	6,858,684	6,826,789	7,263,702	7,527,180	7,723,201	7,920,351	8,122,763
open sp			(104,715)	(106,809)	(108,945)	(111,124)	(113,347)
	6,858,684	6,826,789	7,158,987	7,420,371	7,614,256	7,809,227	8,009,416
<b>Total Rev</b>	<b>79,512,722</b>	<b>81,751,894</b>	<b>79,374,768</b>	<b>80,255,911</b>	<b>81,983,622</b>	<b>83,779,074</b>	<b>85,373,994</b>

SCENARIO I

**EXPENDITURES**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>GF Exp</b>	65,955,058	63,477,920	66,064,556	66,702,151	69,299,639	71,539,186	74,321,976
Carry Forwards			1,049,755				
Pay Plan			(410,591)	(685,390)	(725,814)	(788,963)	(848,019)
Vehicle			(96,497)	(101,826)	(106,913)	(112,262)	(117,873)
Building			(31,091)	(36,646)	(42,367)	(48,261)	(54,332)
Computer			(173,359)	(188,326)	(205,390)	(225,155)	(269,047)
Risk Mng			(205,723)	(180,219)	(196,562)	(197,026)	(207,375)
	<b>65,955,058</b>	<b>63,477,920</b>	<b>66,197,050</b>	<b>65,509,744</b>	<b>68,022,593</b>	<b>70,167,519</b>	<b>72,825,330</b>
<b>AC Exp</b>	8,868,619	9,764,323	10,011,868	9,846,760	10,254,562	10,607,524	10,971,628
Pay Plan			(241,064)	(338,147)	(350,227)	(368,000)	(388,402)
Vehicle			(483)	(507)	(532)	(559)	(587)
Building			(21,636)	(24,917)	(28,295)	(31,775)	(35,359)
Computer			9,110	6,641	4,115	1,525	(1,129)
Risk Mng			164,196	179,731	193,294	203,008	215,559
	<b>8,868,619</b>	<b>9,764,323</b>	<b>9,921,991</b>	<b>9,669,561</b>	<b>10,072,917</b>	<b>10,411,723</b>	<b>10,761,710</b>
<b>PK Exp</b>	7,418,373	6,464,444	7,227,944	7,524,530	7,849,835	8,169,242	8,506,296
Pay Plan			(130,667)	(191,053)	(221,456)	(251,223)	(278,816)
Vehicle			(24,309)	(25,525)	(26,800)	(28,141)	(29,548)
Building			(7,038)	(8,198)	(9,392)	(10,622)	(11,889)
Computer			(9,257)	(11,013)	(12,821)	(14,685)	(16,604)
Risk Mng			15,416	46,614	51,293	54,706	53,924
	<b>7,418,373</b>	<b>6,464,444</b>	<b>7,072,089</b>	<b>7,335,355</b>	<b>7,630,659</b>	<b>7,919,277</b>	<b>8,223,363</b>
<b>Total Exp</b>	<b>82,242,050</b>	<b>79,706,687</b>	<b>83,191,130</b>	<b>82,514,660</b>	<b>85,726,169</b>	<b>88,498,519</b>	<b>91,810,403</b>
Net Income	(2,729,328)	2,045,207	(3,816,362)	(2,258,749)	(3,742,547)	(4,719,445)	(6,436,409)
Begin FB	33,394,000	30,664,672	32,709,879	28,893,517	26,634,768	22,892,221	18,172,776
Ending FB	30,664,672	32,709,879	28,893,517	26,634,768	22,892,221	18,172,776	11,736,367
FB Reserve	7,067,974	6,863,398	7,165,113	7,111,320	7,389,201	7,629,812	7,914,384
Available FB	23,596,698	25,846,481	21,728,404	19,523,448	15,503,020	10,542,965	3,821,983

SCENARIO II



Assumptions and Changes

Significant Revenue Changes

Sales Tax: Decrease 2009 by 2%; or \$1.023 million loss; 2010 = maintain at 2009 level i.e., no growth in 2010; 2% growth 2011 - 2013.

Auto Use: Lower by 15% for 09; then increase by 1% 2010 - 2013

Bldg Use: Assume same as 2008 is a 10% decrease; no growth for 2010; 2% between 2011 - 2013

Expenditures:

\* Modified the Internal Service Fund costs to reflect work accomplished in 2009. In 2009 these total \$506,000 for GF;

Over the five year model, the cumulative change is a \$2.7 million reduction for the General Fund.

\* Made changes that were approved to the 2009 Pay Plan after budget was adopted. Total savings in 2009 were \$410,000.

SCENARIO II

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>REVENUES</b>							
GF Rev	63,527,120	64,433,178	63,337,444	64,579,564	65,708,577	66,960,742	68,011,637
sales tx			(1,023,345)	(1,664,000)	(1,697,280)	(1,731,225)	(1,765,850)
auto tx			(830,510)	(838,815)	(847,203)	(855,676)	(864,232)
huf			128,042	68,367	38,617	7,960	(23,624)
road			(58,364)	(84,089)	(85,770)	(87,487)	(89,236)
bld			(637,745)	(698,116)	(719,235)	(733,619)	(748,292)
	<u>63,527,120</u>	<u>64,433,178</u>	<u>60,915,523</u>	<u>61,362,912</u>	<u>62,397,706</u>	<u>63,560,695</u>	<u>64,520,403</u>
AC Rev	<u>9,126,918</u>	<u>10,491,927</u>	<u>10,059,757</u>	<u>9,814,963</u>	<u>10,243,939</u>	<u>10,609,603</u>	<u>10,970,990</u>
PK Rev	6,858,684	6,826,789	7,263,702	7,527,180	7,723,201	7,920,351	8,122,763
open sp			(165,568)	(228,515)	(233,085)	(237,746)	(242,502)
	<u>6,858,684</u>	<u>6,826,789</u>	<u>7,098,134</u>	<u>7,298,665</u>	<u>7,490,116</u>	<u>7,682,605</u>	<u>7,880,261</u>
<b>Total Rev</b>	<u><b>79,512,722</b></u>	<u><b>81,751,894</b></u>	<u><b>78,073,414</b></u>	<u><b>78,476,540</b></u>	<u><b>80,131,761</b></u>	<u><b>81,852,903</b></u>	<u><b>83,371,654</b></u>

SCENARIO II

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>EXPENDITURES</b>							
GF Exp	65,955,058	63,477,920	66,064,556	66,702,151	69,299,639	71,539,186	74,321,976
Carry Forwards			1,049,755				
Pay Plan			(410,591)	(685,390)	(725,814)	(788,963)	(848,019)
Vehicle			(96,497)	(101,826)	(106,913)	(112,262)	(117,873)
Building			(31,091)	(36,646)	(42,367)	(48,261)	(54,332)
Computer			(173,359)	(188,326)	(205,390)	(225,155)	(269,047)
Risk Mng			(205,723)	(180,219)	(196,562)	(197,026)	(207,375)
	<u>65,955,058</u>	<u>63,477,920</u>	<u>66,197,050</u>	<u>65,509,744</u>	<u>68,022,593</u>	<u>70,167,519</u>	<u>72,825,330</u>
AC Exp	8,868,619	9,764,323	10,011,868	9,846,760	10,254,562	10,607,524	10,971,628
Pay Plan			(241,064)	(338,147)	(350,227)	(368,000)	(388,402)
Vehicle			(483)	(507)	(532)	(559)	(587)
Building			(21,636)	(24,917)	(28,295)	(31,775)	(35,359)
Computer			9,110	6,641	4,115	1,525	(1,129)
Risk Mng			164,196	179,731	193,294	203,008	215,559
	<u>8,868,619</u>	<u>9,764,323</u>	<u>9,921,991</u>	<u>9,669,561</u>	<u>10,072,917</u>	<u>10,411,723</u>	<u>10,761,710</u>
PK Exp	7,418,373	6,464,444	7,227,944	7,524,530	7,849,835	8,169,242	8,506,296
Pay Plan			(130,667)	(191,053)	(221,456)	(251,223)	(278,816)
Vehicle			(24,309)	(25,525)	(26,800)	(28,141)	(29,548)
Building			(7,038)	(8,198)	(9,392)	(10,622)	(11,889)
Computer			(9,257)	(11,013)	(12,821)	(14,685)	(16,604)
Risk Mng			15,416	46,614	51,293	54,706	53,924
	<u>7,418,373</u>	<u>6,464,444</u>	<u>7,072,089</u>	<u>7,335,355</u>	<u>7,630,659</u>	<u>7,919,277</u>	<u>8,223,363</u>
<b>Total Exp</b>	<u><b>82,242,050</b></u>	<u><b>79,706,687</b></u>	<u><b>83,191,130</b></u>	<u><b>82,514,660</b></u>	<u><b>85,726,169</b></u>	<u><b>88,498,519</b></u>	<u><b>91,810,403</b></u>
Net Income	(2,729,328)	2,045,207	(5,117,716)	(4,038,120)	(5,594,408)	(6,645,616)	(8,438,749)
Begin FB	33,394,000	30,664,672	32,709,879	27,592,163	23,554,044	17,959,636	11,314,019
Ending FB	30,664,672	32,709,879	27,592,163	23,554,044	17,959,636	11,314,019	2,875,270
FB Reserve	7,067,974	6,863,398	7,165,113	7,111,320	7,389,201	7,629,812	7,914,384
+/-	23,596,698	25,846,481	20,427,051	16,442,724	10,570,435	3,684,208	(5,039,114)

**Five Year Financial Models  
General Governmental - Table 1  
Scenario 2**

	2007 Actuals	2008 Actual	2009 Estimate	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate
<b>REVENUES</b>							
General Fund	\$ 63,527,120	\$ 64,433,178	\$ 63,337,444	\$ 64,579,564	\$ 65,708,577	\$ 66,960,742	\$ 68,011,637
Arvada Center	9,126,918	10,491,927	10,059,757	9,814,963	10,243,939	10,609,603	10,970,990
Parks	6,858,684	6,826,789	7,263,702	7,527,180	7,723,201	7,920,351	8,122,763
Total Revenue	\$ 79,512,722	\$ 81,751,894	\$ 80,660,903	\$ 81,921,707	\$ 83,675,717	\$ 85,490,696	\$ 87,105,390
<b>EXPENDITURES</b>							
General Fund	\$ 65,955,058	\$ 63,477,920	\$ 66,064,556	\$ 66,702,151	\$ 69,299,639	\$ 71,539,186	\$ 74,321,976
Arvada Center	8,868,619	9,764,323	10,011,868	9,846,760	10,254,562	10,607,524	10,971,628
Parks	7,418,373	6,464,444	7,227,944	7,524,530	7,849,835	8,169,242	8,506,296
Total Expenditures	\$ 82,242,050	\$ 79,706,687	\$ 83,304,368	\$ 84,073,441	\$ 87,404,036	\$ 90,315,952	\$ 93,799,900
Net Income / (Loss)	(2,729,328)	2,045,207	(2,643,465)	(2,151,734)	(3,728,319)	(4,825,256)	(6,694,510)
Fund Balance, Beginning	\$ 33,394,000	\$ 30,664,672	\$ 32,709,879	\$ 30,066,414	\$ 27,914,680	\$ 24,186,361	\$ 19,361,105
Fund Balance, Ending	\$ 30,664,672	\$ 32,709,879	\$ 30,066,414	\$ 27,914,680	\$ 24,186,361	\$ 19,361,105	\$ 12,666,595
Fund Balance Goal (8% of Expenditures GF + 11% PK & AC)	\$ 7,067,974	\$ 6,863,398	\$ 7,181,544	\$ 7,247,014	\$ 7,535,455	\$ 7,788,579	\$ 8,088,330
Excess/(Deficiency)	\$ 23,596,698	\$ 25,846,481	\$ 22,884,870	\$ 20,667,666	\$ 16,650,906	\$ 11,572,526	\$ 4,578,265

Carryovers - GF	(1,049,755)
Sales Tax - GF	(7,881,699)
Auto Use - GF	(4,236,436)
HUTF - GF	219,362
Road & Bridge - GF	(404,945)
Building Use - GF	(3,537,006)
Open Space - PK	(1,107,417)
Pay Plan Change - GF	3,458,777
Pay Plan Change - AC	1,685,840
Pay Plan Change - PK	1,073,215
Vehicle Replacement - GF	535,371
Vehicle Replacement - AC	2,668
Vehicle Replacement - PK	134,321
Building Maintenance - GF	212,697
Building Maintenance - AC	141,982
Building Maintenance - PK	47,139
Computer Replacement/Maintenance - GF	1,061,277
Computer Replacement/Maintenance - AC	(20,262)
Computer Replacement/Maintenance - PK	64,380
Risk Management/Insurance - GF	986,905
Risk Management/Insurance - AC	(955,788)
Risk Management/Insurance - PK	(221,953)
Excess/(Deficiency)	(5,213,061)